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MINORITY ENTERPRISE AND MARKETING: An Annotated Bibliography

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University of Toledo

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PREFACE

The appearance of this bibliography is an outgrowth of the formation, in 1968, of a Task Force on Public Policy in Marketing from the membership of the American Marketing Association. This group identified entrepreneurship among minority groups as an area deserving both study and support. Subsequently, a clearinghouse on minority entrepreneurship was established to identify and, where appropriate, coordinate persons and projects concerned with this area of study and action. This bibliography is the first tangible product of the clearinghouse.

In view of this historical development, the list of acknowledgements must be incomplete. We are, however, indebted to those officers and members of the American Marketing Association who provided encouragement and materials; to the staff at the U. S. Department of Commerce, and members of the National Marketing Advisory Committee who assisted in our planning; and to Robert Holloway and Frederick Sturdivant whose Bibliography on Marketing to Low Income Consumers (U. S. Department of Commerce, BDSA,

1969) stimulated this effort and provided several entries herein.

In compiling this bibliography, judgement has been applied in including items felt to be of some significance. Certain "fugitive" references which came to the editors' attention were excluded because of insufficient bibliographic references or because they were not readily available. There have been, undoubtedly, accidental omissions. For these omissions and other errors, the editors accept responsiblity.

GUIDE FOR USERS

The items included in this bibliography are catalogued according to topical area, as noted in the contents section. Within the topical classification scheme, items are further catalogued by source, i.e., articles, materials available from authors, books, and government publications. Within the source scheme, items are listed alphabetically according to author, except that items having no identifiable authorship are alphabetized by the first word (not an article) in the title.

Each topical area is completely annotated; no cross-referencing scheme is necessary and the user is spared the task of referring to more than one section.

Items identified with an asterisk (*) have been drawn from the Bibliography on Marketing to Low Income Consumers (Washington, D.C.: U. S. Department of Commerce, Business and Defense Services Administration, January 1969).

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GENERAL REFERENCES

ARTICLES

1. Allen, Louis L. "Making Capitalism Work in the Ghettos." Harvard Business Review. Vol. 47, No. 3 May-June 1969. pp. 83-92.

   The term "black capitalism" is misleading and confusing, the author believes. Capitalism does not vary according to the color of its practitioners. Whether in Watts or on Wall Street, capitalism develops according to certain time-honored rules and principles. It is created out of know-how, hard work, and intelligent risk-taking--and it cannot be given ready-made to anyone, nor can it be legislated.

   Ghetto capitalists, however, need the help of experienced white businessmen--financial assistance as well as managerial guidance. Some valuable lessons that have been learned about how (and how not) to give this help are outlined.

2. America, Jr., Richard F. "What do You People Want." Harvard Business Review. Vol. 47, No. 2 March-April 1969. pp. 103-112.

   The author feels that even when the housing, health, education, and employment problems are solved, a fundamental cause of social instability will remain: a lack of institutional power, collective power, in the black community. Black-owned businesses will not grow fast enough to provide the necessary power position in one generation.

   To avoid the continuance of major U. S. firms being entirely white-controlled and white-managed, and to achieve collective commercial and economic parity, the author proposes a systematic program of transferring a portion of our largest corporations to black ownership and operation.

3. _____. "The Birth Pangs of Black Capitalism." Time. Vol. 92, October 18, 1968. pp. 98-99.

   Negroes are not really part of the mainstream of American enterprise and they should be brought into it through ownership of business. Four types of efforts to help Negroes become entrepreneurs predominate: white help; government help; self-help; and civil rights group help. The article discusses each briefly.

4. America, Jr., Richard F. "Black Capitalism Has a Hollow Ring." Business Week. August 30, 1969. pp. 51-54.

   A critique of the Nixon Administration's program of minority enterprise with emphasis placed on the problems facing the SBA and the Office of Minority Business Enterprise. The latter section of the article discusses some of the successes reported by private corporations, banks, and local self-help groups.

5. Brower, Michael and Doyle Little. "White Help for Black Business." Harvard Business Review. May-June 1970. pp. 4-16, 163-164.

   A report of a survey of attitudes and activities of large corporations in support of minority ventures.

6. Brunner, A. Allen and Thomas A. Klein. "Minority Enterprise: Opportunity or Syndrome." Marketing in a Changing World. Bernard A Morin, ed. (Chicago: American Marketing Association, 1969). pp. 28-30.

   The authors briefly discuss the structure of inner city, preliminary data from black and white panel groups concerning aspects of a proposed black owned and operated shopping center in the heart of the black community, and a replacement model for the business structure of the inner city.

7. Coyne, Jr., John R. "Business to the Rescue." National Review. Vol. 21, No. 29, July 29, 1969. pp. 744-745.

   The article points out government ineffectiveness in solving urban problems and cites examples of how business itself is trying to help out.

8. Eckstein, George. "Black Business - Bleak Business." Nation. Vol. 209, September 15, 1969. pp. 243-245.

   The author feels prospects for black business in the immediate future remain bleak. Further, black capitalism is not the main solution for the economic ills of the black community. The solution lies in a general increase of the black community's economic level through the opening of skilled blue- and white-collar jobs, training and education, and income maintenance where other measures fail.

9. Epps, Richard W. "The Appeal of Black Capitalism." Federal Reserve Bank of Philadelphia Business Review. May 1969. p. 9.

   A section of this article deals with the effects of black capitalism upon the ghetto economy. The point is made that a change from white to black ownership will not result in lower prices, (unless government subsidization is utilized or a change from small store to large store operation is realized), but increased ghetto investment will probably result since profits will remain in the ghetto.

10. Garvin, Wilfred J. "Minority Enterprise and Public Policy." Marketing in a Changing World. Bernard A. Morin, ed. (Chicago: American Marketing Association, 1969). pp. 7-14.

The article describes what is being attempted by government, industry, and communities (self-help) to foster minority enterprise. There is also a section emphasizing the areas in which the marketing profession can assist in the development of minority enterprise.

11. Goodman, Charles S. "Whither the Marketing System in Low-Income Areas." Wharton Quarterly. Spring 1969. pp. 2-10.

Evidence suggests there may be serious deficiencies in the adequacy and quality of present marketing services available to the poor minorities in many areas. Problems of pricing, fraud, breadth and depth of assortment, and others, are common. The author cites and discusses black entrepreneurship as a means of improving the system.

12.*_____. "Is Black Capitalism the Answer." Business Week. August 3, 1968. pp. 60-61.

This article summarizes the major provisions of Senate Bill 3876 which is designed to create community development corporations to uplift the economic and social structure of disadvantaged areas through a process of community self-determination.

13. Kelso, Louis O. and Patricia Hetler. "Equality of Economic Opportunity Through Capital Ownership." Social Policies for America in the Seventies: Nine Divergent Views. Robert Theobald, ed. (New York: Doubleday, 1968.)

A discussion of credit leverage and how it can aid poor societies.

14. Levine, Charles H. "A New Approach." Indiana Business Review. Vol. 44. March-April 1969. p. 12.

Mr. Levine takes issue with Richard N. Farmer's conclusions in "Black Businessmen in Indiana" concerning recruiting black men for entrepreneurship possibilities if they possess characteristics similar to successful black businessmen.

The author feels the ghetto and its residents need new forms of business activity (manufacturing plants and large retail outlets) and new men with new traits and skills to run them.

15. _____. "Opening Doors to Opportunity." Nation's Business. Vol. 58, No. 4, April 1970. pp. 48-54.

The article describes the history and activities of the Opportunities Industrialization Center, Inc. of Philadelphia, a self-help organization founded by Rev. Leon Sullivan.

16. Poinsett, Alex. "The Economics of Liberation." Ebony. Vol. 24, August 1969. pp. 150-154.

The author points out the effects of "economic racism" and discusses three plans for black economic development:
1) the Community Self-Determination Bill
2) the Ghetto Economic Development and Industrial Plan (GHEDIPLAN)
3) a corporate transfer plan.

17. _____. "How to Start a Business." Ebony. July 1964. pp. 85-94.

The article points out the difficulties involved in starting your own business, especially if you are black, then describes the steps involved in starting a business; e.g., self-evaluation, financing (methods and sources), location, control measures, etc.

18. _____. "Rochester Business Opportunities Corporation Helps Ghetto Dwellers Own Business." Urban Action Clearinghouse. Chamber of Commerce of the United States, 1615 H Street, N.W., Washington, D.C. 20006, 1968.

This is the story of how Rochester, New York community leaders work together to create business ownership opportunities for more people in ghetto areas through the RBOC.

19. Sager, Leon B. "Give Dollars, Give Jobs, Give a Damn." The Center Magazine. Vol. 2, No. 6, November 1969. pp. 19-27.

The article discusses the Nixon Administration's progress, programs initiated by white-owned businesses, the work of the Rev. Leon Sullivan of Philadelphia, the work of the Economic Resources Corporation (E.R.C.) of Los Angeles, programs of the F.H.A. and O.E.O., help from financial institutions, and help offered by the Service Corps of Retired Executives of the S.B.A. and the Inter-racial Council for Business Opportunities.

20. Sturdivant, Frederick D. "The Limits of Black Capitalism." Harvard Business Review. Vol. 47, No. 1, January-February 1969. pp. 122-128.

The author discusses a proposed bill that would create community owned development corporations in disadvantaged areas to gain ownership and control of the economic resources of their communities. He feels that this separatist approach would actually retard ghetto economic growth and that a better approach involves a balance between community participation and the encouragement of entry of "outside" companies.

21. Sturdivant, Frederick D. "Current Efforts to Foster Minority Entrepreneurship: An Evaluation." Marketing in A Changing World. Bernard A. Morin, ed. Chicago American Marketing Association, 1969. pp. 15-19.

    This paper establishes criteria for evaluating programs and proposals designed to foster entrepreneurship among minority groups. Three programs are described briefly and evaluated against the criteria.

22. _____. "Whose Black Capitalism?" The Economist. Vol. 230, March 1, 1969. pp. 39-40.

    An article discussing the politicking that has developed between the S.B.A., the O.E.O., the Department of Commerce, and the Department of Health, Education, and Welfare with regard to fostering minority enterprise since Mr. Nixon has taken office.

Material Available from Authors

23. Joyce, George. "Minority Enterprises: The Environment, The Entrepreneur, and the Problems." Paper presented to the American Marketing Association Educators' Conference 1969 (available from author, Department of Marketing, University of Texas, El Paso, Texas).

    The author briefly outlines the history of ghetto development and points out recognizable differences in characteristics between white and black entrepreneurs.

    A three-point program to aid the Negro entrepreneur is presented along with the major observations of a study of black businessmen who must relocate due to an urban renewal project.

24. Joyce, George and Norman Govoni. "The Impact of Public Policy on Minority Entrepreneurship: A Relocation Study." Paper presented to Southern Marketing Association, 1969. (Available from senior author, Department of Marketing, University of Texas, El Paso, Texas).

    The article indicates the problems and conditions experienced by black businessmen as a result of urban renewal policies.

25.* Smith, Herman T. Ownership Brings Dignity. 1967. Jet Food Corporation, 1114 Mondawmin Concourse, Baltimore, Maryland 21215.

    An invitation to Negro individuals or groups living in a central-city to manage, operate, or own a food market.

26. Taylor, H. Ralph. "Community Development Corporations." A speech delivered at the Urban America National Conference on Non-profit Housing and Community Development Corporations.

(Available from author, Assistant Secretary for Model Cities and Governmental Relations, U. S. Department of Housing and Urban Development).

The speaker cites the many possible uses of Community Development Corporations for expanding resident employment opportunities through promotion of resident business ownership and operation.

27. White, Wilford L. "How AMA Might Help Develop Minority Business." Paper presented to American Marketing Association Educators' Conference, 1969. (Available from author, Small Business Guidance and Development Center, Howard University, Washington, D.C.).

The author explains:

1) why we must interest Negroes in business;
2) five areas of our economic and educational systems which must bereviewed and/or revised so Negroes can relate to business;
3) how the American Marketing Association can help with the review and revision.

Books

28. Forrester, Jay W. Urban Dynamics. (Cambridge, Massachusetts: MIT Press, 1969).

An analysis of business, housing, and personnel resources in the urban area. The central feature of the book is a simulation model which permits testing the efficacy of various public policy strategies on, among other things, the birth and growth rates of businesses and economic development in general.

29. Kelso, Louis O. and Patricia Hetter. How to Turn Eighty Million Workers into Capitalists. (New York: Random House, 1967).

Sections of interest: the developing of the wealth-making technique of credit leverage as one of the most efficient and direct methods of producing affluence in a poor society.

30. Kelso, Louis O. and Patricia Hetter. Outlook. U. S. Department of Commerce. Office of Minority Business Enterprise. November 1969.

This publication of the OMBE reviews the attitude of the Nixon Administration towards minority enterprise, OMBE goals and actions as outlined by Maurice Stans, three new publications designed to help new entrepreneurs find the aid and guidance which they can draw upon in launching new businesses, achievements by SBA and EDA, and a report on the Chicago Pilot Project.

Inquiries or requests for copies should be addressed to: The Director, Office of Minority Business Enterprise, Room 3800-A, Washington, D.C. 20230.

ENTREPRENEURSHIP IN THE BLACK COMMUNITY

Articles

31. Kelso, Louis O. and Patricia Hetter. "Aiding Black Capitalism." Business Week. August 17, 1968. p. 32.

A short article describing how the SBA aims to boost Negro ownership of ghetto business by backing more bank loans.

32. _____. "Alienated Blacks." The Economist. Vol. 232, No. 6571, August 2, 1969. p. 40.

The black community's attitude toward the Nixon Administration's racial policies is discussed. A segment analyzes the Philadelphia Plan and Nixon's "black capitalism" plan.

33. America, Jr., Richard F. "What do You People Want." Harvard Business Review. Vol. 47, No. 2, March-April 1969. pp. 103-112.

The author feels that even when the housing, health, education and employment problems are solved, a fundamental cause of social instability will remain: a lack of institutional power, collective power, in the black community. Black-owned businesses will not grow fast enough to provide the necessary power position in one generation.

To avoid the continuance of major U. S. firms being entirely white-controlled and white-managed, and to achieve collective commercial and economic parity, the author proposes a systematic program of transferring a portion of our largest corporations to black ownership and operation.

34. Asbury, Edith Evans. "Negro Businesses to Receive Advice and Financial Aid." New York Times. June 18, 1964.

Discusses the formation of Interracial Council of Business Opportunity, co-sponsored by the American-Jewish Congress and the Urban League of Greater New York.

35. Bedell, Douglas. "Colored Capitalists." The Wall Street Journal. January 23, 1968.

The history of the experience of First Pennsylvania Banking and Trust Company of Philadelphia in channeling loan funds to Negro-owned businesses, principally through the Businessmen's Development Corporation, an all-Negro group acting as a screening agent for the bank.

36. Binzen, Peter H. "Negro-Owned Shopping Center Set to Open With Six White Companies." The Sunday Bulletin. September 15, 1968. p. 1.

A story of the opening of Progress Plaza in Philadelphia; 16 firms leased 63,000 square feet of space.

37. Binzen, Peter H. "Birth of EPA Electronics Typical Story of Starting in Business-with New Twist." Aviation Week. Vol. 88, June 10, 1968. pp. 42-43.

An unusual case history of a black engineer who left a large company to start his own firm. The inadequacies of government funded organizations which are supposed to aid minority members in starting a business are pointed out.

38. _____. "The Birth Pangs of Black Capitalism." Time. Vol. 92, October 18, 1968. pp. 98-99.

Negroes are not really part of the mainstream of American enterprise and they should be brought into it through ownership of business. Four types of efforts to help Negroes become entrepreneurs predominate: white help; government help; self-help; and civil rights group help. The article discusses each briefly.

39. _____. "Black Capitalism." The Economist. Vol. 229, December 14, 1968. p. 39.

A short article briefly covering some attempts at improving black capitalism, such as the program of the Ford Foundation, the endeavors of Jim Brown and his Negro Industrial Economic Union, Boston's Freedom Industries, Inc. and Circle Associates, and Los Angeles' Action Industries, Inc.

40. _____. "Black Capitalism." Saturday Review. Vol. 52, August 23, 1969. pp. 15-29.

An entire section of this edition is devoted to articles concerning black capitalism:

1) An editorial entitled, "Prospects and Problems";
2) "The Split-Level Challenge" by Whitney M. Young, Jr.;
3) "The Missing Bootstrap" by Nathan Glazer;
4) "How to Even the Odds" by Howard Samuels;
5) "The New Black Businessman" by Charlayne Hunter.

41. _____. "Black Capitalism at Work." U. S. News and World Report. February 17, 1969. pp. 60-67.

An exclusive interview with the Rev. Leon H. Sullivan of Philadelphia. Sullivan describes what "black capitalism" really is and how Negroes can work together to build a better future for themselves.

42. _____. "Black Capitalism Gets A Test in Pittsburgh." Business Week. October 5, 1968. pp. 56-58.

The Business and Job Development Corporation, owned and run by Negroes, is winning financial support from civic leaders to bring banks and industries to the ghetto, as well as a major shopping center.

43. Binzen, Peter H. "Black Capitalism Has a Hollow Ring." Business Week. August 30, 1969. pp. 51-54.

A critique of the Nixon Administration's program of minority enterprise with emphasis placed on the problems facing the SBA and the Office of Minority Business Enterprise. The latter section of the article discusses some of the successes reported by private corporations, banks, and local self-help groups.

44. _____. "Black Contractors Sharpen Their Pencils." Engineering News-Record. Vol. 183, July 3, 1969. p. 48.

Brief article explaining Pratt Institute's program to help members of minority groups compete more effectively with white contractors.

45. Bloom, Gordon F. "Black Capitalism in Ghetto Supermarkets: Problems and Prospects." Industrial Management Review. Spring 1970. pp. 37-48.

Experiences of black managers in owning and operating ghetto supermarkets are described. The author further proposes programs which may sustain the growth of black entrepreneurship while developing an efficient food distribution system for the inner city.

46. Booms, Bernard H. and James E. Ward, Jr. "The Cons of Black Capitalism." Business Horizons. Vol. 12, October 1969. pp. 17-26.

A catalogue of the factors which constrain the development of black-owned firms to a structure comparable to that of white owned and managed enterprises. The lack of professional management skills and their antecedents is cited as the major obstacle.

47. Brimmer, Andrew F. "The Trouble with Black Capitalism." Nation's Business. May 1969. pp. 78-79.

After a discussion of the possible areas of black capitalism (i.e., retail service, manufacturing, etc.) and the opportunities in these areas, the author concludes that the only really promising path to equal opportunity for Negroes in business as in other aspects of economic activity lies in full participation in an integrated, national economy, not separate, segregated economies.

48. Brower, Michael and Doyle Little. "White Help for Black Business." Harvard Business Review. May-June 1970. pp. 4-16, 163-164.

A report of a survey of attitudes and activities of large corporations in support of minority ventures.

49. Buckley, Jr., William F. "On Black Capitalism." National Review. Vol. 21, No. 11, March 25, 1969. pp. 298-299.

Black capitalism is falling into disrepute on several counts:
1) ideological opposition;
2) empirical failure;
3) full employment should be a higher priority;
4) will create an apartheid state;

Buckley feels that while black capitalism is encouraging to the Negro community, this should not be the only effort there. Another objective should be black dominated labor unions to crack the white unions which have denied Negroes the opportunity to advance in skilled trades.

50. Burke, Alice. "Needy Run Own Stores in Boston." Boston Sunday Herald Traveler. April 28, 1968.

A feature article showing the success as well as problems of small business ventures in Roxbury and the South End.

51. Chamberlain, John. "Business and Black Capitalism." National Review. Vol. 21, No. 29, July 29, 1969. pp. 742-744.

The article describes the experiences of several businesses and businessmen attempting, on their own, to aid in the development of ghetto enterprise and how government intervention (bureaucracy and red tape) stymied basically sound plans).

52. _____. "Chicago Leaders Bankroll the Blacks." Business Week. September 13, 1969. p. 56.

The article briefly discusses the role of the Black Strategy Center in solving urban problems. It will act as a "Black Ford Foundation" and make loans to black entrepreneurs.

53. _____. "Chrysler Boosts Black Community Development." Iron Age. Vol. 202, December 19, 1968. p. 13.

Short article outlining Chrysler's alliance with the SCLC. Chrysler has loaned money to black banks to aid the banks in making short-term loans, has started apprenticeship programs (mechanics) for black youths, and is training six men for Negro dealerships.

54. _____. "Drive to Set Negroes up in Business." U. S. News and World Report. Vol. 57, August 31, 1964. p. 82.

Discusses a government program, stressing easy credit, to encourage Negroes to begin new business enterprises.

55. DuPree, David. "Harlem-Based Concern Dents A White Preserve, the Construction Field." The Wall Street Journal. Vol. 50, No. 15, November 3, 1969. p. 1.

The history and present operations of the Winston A. Burnett Construction Company (the largest black construction firm), emphasizing the jobs and training this black owned and operated firm is offering to ghetto residents.

56. Eckstein, George. "Black Business - Bleak Business." Nation. Vol. 207, September 15, 1969. pp. 243-245.

The author feels prospects for black business in the immediate future remains bleak. Further, black capitalism is not the main solution for the economic ills of the black community. The solution lies in a general increase of the black community's economic level through the opening of skilled blue- and white-collar jobs, training and education, and income maintenance where other measures fail.

57. Farmer, Richard N. "Black Businessmen: Indianapolis." Indiana Business Review. Vol. 45, January-February 1970. pp. 13, 17-20.

A review of a sample survey of black owners of business in Indianapolis, Indiana. A 62-item instrument was employed to determine characteristics of the owners and their enterprises. The author concludes that development effort devoted to improving operations and expanding opportunities for these firms will result in, at best, "a slowly growing group of small, family-owned firms, focused largely in retailing, which . . . may . . . provide one more outlet for . . . blacks . . . whose education did not fit them to the . . . professionally oriented world." This is no mean task, but does not represent the breakthrough which many desire.

58. _____. "Black Businessmen in Indiana." Indiana Business Review. Vol. 43, November-December 1968. p. 11.

The article cites those characteristics found to exist among Gary, Indiana black entrepreneurs, i.e., the profile of the Gary black businessman is presented. Based on the profile, the author proposes several decision rules to follow if looking for potentially successful black capitalists.

59. _____. "Clarification of the Current Situation." Indiana Business Review. Vol. 44, March-April 1969. p. 13.

Mr. Farmer discusses Mr. Levine's "New Approach" and further clarifies his position as presented in "Black Businessmen in Indiana."

60. Foley, Eugene P. "The Negro Businessman: In Search of a Tradition." Daedalus. Vol. 95, Winter 1966. pp. 107-144.

An examination of why Negro business has not developed in America and suggestions of steps most needed to encourage future development.

61. Gomberg, William. "The Negro Problem of Entrepreneurship." The Negro and Employment Opportunities. Herbert R. Northrup and Richard L. Lowan, eds. (Ann Arbor: University of Michigan, 1965). pp. 389-396.

This article traces historical reasons for the lack of Negro entrepreneurs, discusses the differences between entrepreneurial ability and managerial ability, and touches upon the growing gap between the Negro middle-class and the Negro masses.

62. Gross, Paul T. "Problems Facing the Providence Negro Entrepreneur." Rhode Island Business Quarterly. Vol. 4, No. 3, September 1968. pp. 15-18.

The responses of ten Negro businessmen to a questionnaire survey made in Providence, Rhode Island. The conclusions drawn highlight a number of problems which have limited the number of Negro entrepreneurs and have retarded the growth of their businesses.

63.* _____. "Harlem's First Co-op Supermarket Gets Financial Backing from Big Business." Business Week. December 30, 1967. p. 65.

A brief report on efforts to open a consumer cooperative supermarket in Harlem.

64. _____. "He Makes the Ghetto Make Money." Business Week. May 10, 1969. pp. 154-155.

Basically a biographical sketch of black entrepreneur James Hunt emphasizing his successes with a food store, loan company, re-development company, and mortgage company and how he is using these successes to aid the black community of St. Louis.

65. Levine, Charles H. "A New Approach." Indiana Business Review. Vol. 44, March-April 1969. p. 12.

Mr. Levine takes issue with Richard N. Farmer's conclusions in "Black Businessmen in Indiana" concerning recruiting black men for entrepreneurship possibilities if they possess characteristics similar to successful black businessmen.

The author feels the ghetto and its residents need new forms of business activity (manufacturing plants, and large retail outlets) and new men with new traits and skills to run them.

65. * Levine, Charles H. "Making It in a Ghetto Super." Chain Store Age. September 1967. p. 84.

A report on the operations of the Royal Farms Supermarket (Bedford-Stuyvesant, New York) including the problems of financing and insurance.

67. McClelland, David C. "Black Capitalism: Making it Work." Think. July-August 1969. pp. 6-11.

This article briefly discusses the achievement motive, why it is necessary for entrepreneurial success, and how, through a new teaching technique, this motive can be instilled in black entrepreneurs. The effect of the training upon two black businessmen and their businesses is cited.

68. McKersie, Robert B. "Vitalize Black Enterprise." Harvard Business Review. Vol. 46, No. 5, September-October 1968. pp. 88-99.

The article examines the condition of black entrepreneurship, describes what is being done to improve it, and shows how white business and white businessmen can help to alleviate this largely ignored, but very serious, problem in our cities.

69. McPeak, William. "A Plea for Cooperatives." Inter-racial Review. Vol. 36, November 1963. pp. 215-217.

The author believes Negroes should establish credit cooperatives, housing cooperatives, and marketing cooperatives as a means of eradicating economic disabilities.

70.* _____. "National Chain Planned by New All-Negro Firm." Supermarket News. February 13, 1967. p. 35.

Information concerning a Negro supermarket chain--Jet Food Corporation. Includes reference to training store personnel through anti-poverty programs.

71.* _____. "The Negro in Business." Ebony. Vol. 18, September 1963. pp. 211-218.

The article discusses how successful Negro businesses have been historically.

72.* _____. "Negro Business Feels Stresses of Success." Business Week. April 9, 1966. pp. 70-74.

Negro-owned financial institutions find white companies competing for their skilled employees and 'captive' market.

73. McPeak, William. "Negro Contractors Aim for Big Jobs." Engineering News Record. Vol. 182, May 1, 1969. p. 104.

The article discusses the nation's first and only national organization of Negro contractors, the National Afro-American Builders Corporation. The organization's goal is to enable Negro contractors to pool resources and capabilities so professional help and financial backing will be available to local affiliated groups to aid in competing successfully for big jobs and to move into the main stream of construction. The article discusses the financing, operation, and organization of the NAABC.

74. _____. "A Nego Integrates His Markets." Business Week. May 18, 1968. pp. 90-92.

An article concerning Henry G. Parks, Jr., President of H. G. Parks, Inc., (producers of sausage and scrapple) and his strategy of "reverse marketing." The article explains how Parks attempts to gain a foothold for his products in ghetto area stores and then expand into chain stores in fringe and predominantly white areas.

75. _____. "Negro Owned and Managed Plant Fills Big Ghetto Need--Jobs." Modern Manufacturing. Vol. 1, No. 4, September 1968. pp. 80-81.

The article outlines how the Opportunities Industrialization Center, Inc. (a Negro self-help program) and the Missile and Space Division of General Electric worked together in founding the Negro owned and operated Progress Aerospace Enterprises, Inc. of Philadelphia.

The article describes how PAE is attempting to meet its two major goals:

1) to manufacture at a profit, components and materials for the aerospace industry, and
2) to attack ghetto problems (mainly through a hard core training program which is described).

76.* _____. "New Chain for Ghetto Shoppers." Chain Store Age. March 1968. pp. 78-83.

Details about Super Jet Foods, Baltimore, a Negro owned, financed, and operated store.

77. _____. "Opening Doors to Opportunity." Nation's Business. Vol. 58, No. 4, April 1970, pp. 48-54.

The article describes the history and activities of the Opportunities Industrialization Center, Inc. of Philadelphia, a self-help organization founded by Rev. Leon Sullivan.

78. Petrof, John V. "Customer Strategy for Negro Retailers." Journal of Retailing. Vol. 43, No. 3, Fall 1967. pp. 30-37.

The findings of a survey indicate that an over-whelming majority of Negroes prefer to patronize Negro-operated establishments. This indicates a comparative advantage for Negro retailers in serving the Negro market and the Negro retailer should strive to capitalize on this advantage rather than attempt to attack the white market.

79. _____. "Negro Entrepreneurship: Myth or Reality." Marquette Business Review. Vol. 13, No. 1, Spring 1969. pp. 34-37.

The author discusses the role of the environment in Negro entrepreneurship. For example, the multitude of opportunities which germinated many business tycoons in this land of promise were simply not available to Negroes.

80. _____. "Progress Labs, Drug Company Formed With Negro Staff." Advertising Age. Vol. 39, December 2, 1968. p. 70.

A small description of the company's marketing operations with emphasis placed on the advertising campaign being utilized.

81.* _____. "Property Pride Need Spurs Drive for Negro-Owned Stores." Supermarket News. October 17, 1966. p. 23.

The article describes supermarkets organized by the Southern Christian Leadership Conference in Atlanta, Georgia.

82. Puth, Robert C. "Supreme Life: The History of a Negro Life Insurance Company, 1919-1962." Business History Review. Vol. 43, No. 1, Spring 1969. pp. 1-20.

The history of Supreme Life Insurance Company, now the third largest black insurance firm in the United States is representative of its industry as a whole. In this first study of an individual Negro life insurance firm, the author suggests that Supreme Life may also serve as a barometer of future trends as black firms compete with larger white companies now being drawn into the formerly segregated market by falling mortality rates and rising incomes among Negroes.

83. _____. "Putting Blacks in the Black." Nation's Business. Vol. 56, December 1968. pp. 58-60.

The article briefly discusses what business, government, and individuals are doing for potential black entrepreneurs. There is a discussion of sources of funds for entrepreneurs and an argument against trying to develop an inner-city composed of "Mom and Pop" stores.

84. Puth, Robert C. "Rochester Business Opportunities Corporation Helps Ghetto Dwellers Own Business." Urban Action Clearinghouse. Chamber of Commerce of the United States, 1615 H Street, N.W., Washington, D.C. 20006, 1968.

This is the story of how Rochester, New York community leaders work together to create business ownership opportunities for more people in ghetto areas through the RBOC.

85. Sager, Leon B. "Give Dollars, Give Jobs, Give a Damn." The Center Magazine. Vol. 2, No. 6, November 1969. pp. 19-27.

The article discusses the Nixon Administration's progress, programs initiated by white-owned businesses, the work of the Rev. Leon Sullivan of Philadelphia, the work of the Economic Resources Corporation (E.R.C.) of Los Angeles, programs of the F.H.A. and O.E.O., help from financial institutions, and help offered by the Service Corps of Retired Executives of the S.B.A. and the Interracial Council for Business Opportunities.

86.* Sheppard, Harold J. "The Negro Merchant, A Study of Negro Anti-Semitism." American Journal of Sociology. Vol. 53, September 1947. pp. 96-99.

The article examines causes of Negro anti-Semitism as they relate to competitive business efforts.

87. Sherwood, Hugh C. "Franchising: Big Business Cashes in on the American Dream." Business Management. Vol. 34, No. 5, August 1968. pp. 27-34.

A section of this article tells how franchising offers Negroes the kind of opportunity almost non-existent in the past--the chance to own and operate their own business. Thomas Jones (Negro economist and banking executive) outlines a plan which calls for a government franchising company to help in the formation of black enterprise.

88. _____. "Speaking of Business." Ebony. Vol. 24, July 1969. pp. 38-42.

A pictorial article giving examples of the many and varied business opportunities Negroes are beginning to engage in.

89. _____. "Stepping Out: Federal Grant Finances Minority Contractors Group." Engineering News-Record. Vol. 181, August 29, 1968. p. 106.

This brief article discusses the foundation and activities of the Los Angeles Association of General, Sub-, and Specialty Contractors, a group of 34 minority owned construction companies.

90. Trosper, Joseph F. "Black Businessmen: Fort Wayne." Indiana Business Review. Vol. 45, January-February 1970. pp. 12, 14-18.

A report on a survey of 87 black owners of business in Fort Wayne, Indiana. Both attitudinal and factual items were included in the questionnaire. The author is impressed with the odds overcome by his respondents, but cites the inadequacies of planning, record-keeping and opportunism in the conduct of their affairs.

91. Tucker, David M. "Black Pride and Negro Business in the 1920's: George Washington Lee of Memphis." Business History Review. Vol. 43, No. 4, Winter 1969. pp. 435-451.

A profile and history of G. W. Lee, a black capitalist who became a local leader involved in the protest movement.

92. _____. "Use Black Agency to Reach Black Market, Advertisers Urged." Marketing Insights. March 10, 1964. p. 6.

Executive opinions regarding the use of black advertising agencies to promote products to the black market are given.

93.* White, Wilford L. "The Negro Entrepreneur." Occupational Outlook Quarterly. Vol. 10, February 1966. pp. 19-22.

The author discusses obstacles in business that especially plague the Negro entrepreneur.

94. Wolcott, Robert B. and David Nuffer. "Helping an Infant Black Firm." Public Relations Journal. Vol. 25, June 1969. p. 12.

The article describes how a public relations firm was able to aid Community Pride, Inc. (a Watts firm) acquire capital through donations and credit from the Bank of America. The black-owned firm is dedicated to eradicating poor housing and lack of jobs. Much of the article is a history of CPI.

Books

95. Clark, Kenneth B. Dark Ghetto: Dilemmas of Social Power. (New York: Harper and Row, 1965.)

An extensive discussion of the protective economic monopoly which characteristically exists for black entrepreneurs because of ghetto segregation.

96. Cross, Theodore L. Black Capitalism - Strategy for Business in the Ghetto. (New York: Atheneum Press, 1969.)

Covers the ghetto economy, the rise of black capitalism (motives), and proposals to help transfer the benefits of entrepreneurship to all citizens.

97. Frazier, E. Franklin. Black Bourgeoisie. (New York: The Macmillan Company, 1962.)

Sections of this book, specifically "Negro Business" (p. 56) and "Negro Business: A Social Myth" (p. 129) give a background discussion of the reasons for black entrepreneurial failure.

98. Halliday, Thelma Y. City Directories of Black Businesses. (Washington, D.C.: Howard University Institute for Minority Business Education, 1970.)

A listing of organizations, by city and state, who have compiled directories of black businesses. Also included are several national directories of specific kinds of businesses.

99. Harris, Abrom L. The Negro as a Capitalist. (Philadelphia: American Academy of Political and Social Science, 1936.)

One of the earliest works in its field, the book is still useful for historical background.

100. Lee, Roy. The Black Businessman: Career Patterns and Occupational Mobility. (Ann Arbor, Michigan: University Microfilms, 1969.)

This doctoral dissertation from New York University analyzes in detail information on a sample of executives of black-controlled banks and insurance companies. Comparisons are made between the two industries and among black, white, and American Indian businessmen.

101. _____. Ready or Not. (New York: JPM Associates, Inc., 153 West 76 Street, 1969.)

The results of a "reality study" conducted to determine exactly what effect years of announced national commitment to aiding our minorities have had on twenty minority businessmen in New York's ghettos.

Government Publications

102.* Fitzhugh, H. Naylor (ed.). The Problems and Opportunities Confronting Negroes in the Field of Business. U. S. Department of Commerce. 1962.

The report condenses papers delivered before the National Conference on Small Business in 1961. Central issues were small business operations and fields heavily influenced by race-relations patterns.

103.* _____. A Guide to Negro Marketing Information. U. S. Department of Commerce, Business and Defense Services Administration. September 1966.

Includes a directory of National Negro Business Associations and Negro newspapers, and national magazines.

ENTREPRENEURSHIP AMONG OTHER MINORITIES

Articles

104. Cauthorn, Robert C. "Programming for Entrepreneurship Among American Indians." Arizona Review, Vol. 17, No. 5, May 1968. pp. 11-15.

The author points out the serious and persistent socio-economic gap between the Indian and non-Indian worlds which reinforces the Indians' feelings of inadequacy and dependency and supports actions of defensive withdrawal and avoidance. He then outlines an experimental program designed specifically for entrepreneurial development among Indians.

105.* Sheppard, Harold J. "The Negro Merchant, A Study of Negro Anti-Semitism." American Journal of Sociology. Vol. 53, September 1947. pp. 96-99.

The article examines causes of Negro anti-Semitism as they relate to competitive business efforts.

106. Sorkin, Alan L. "American Indians Industrialize to Combat Poverty." Monthly Labor Review. Vol. 92, No. 3, March 1969. pp. 19-25.

While the bulk of this article deals with the problems associated with locating a factory on a reservation with Indian employees, a section deals with the managerial limitations of Indians and sources of funds for Indian enterprise.

107.* Sturdivant, Frederick D. "Business and the Mexican-American Community." California Management Review. Spring 1969.

Based on an extensive study of the characteristics of low-income Mexican-American consumers in East Los Angeles and the characteristics and practices of retailing enterprises serving that community. In concluding, the article states that while the challenges facing business are great, there are outstanding opportunities to improve the distribution of goods and services to this important segment of the market.

Book

108.* Katz, Shlomo (ed.). Negro and Jew: Ecounter in America. (New York: The Macmillan Company, 1967.)

Several articles in this collection of readings discuss the perceptions of Jewish merchants by low-income Negroes. These items consider the roots of anti-Semitism among the Negroes and the role of the Jewish merchant in contributing to these feelings.

RETAILING

109.* Binzen, Peter H. "Negro-Owned Shopping Center Set to Open With Six White Companies." The Sunday Bulletin. September 15, 1968. p. 1.

A story of the opening of Progress Plaza in Philadelphia; 16 firms leased 63,000 square feet of space.

110. Bloom, Gordon, F. "Black Capitalism in Ghetto Supermarkets: Problems and Prospects." Industrial Management Review. Spring 1970. pp. 37-48.

Experiences of black managers in owning and operating ghetto supermarkets are described. The author further proposes programs which may sustain the growth of black entrepreneurship while developing an efficient food distribution system for the inner city.

111.* Burke, Alice. "Needy Run Own Stores in Boston." Boston Sunday Herald Traveler. April 28, 1968.

A feature article showing the success as well as problems of small business ventures in Roxbury and the South End.

112. Goodman, Charles S. "Whither the Marketing System in Low Income Areas." Wharton Quarterly. Spring 1969. pp. 2-10.

Evidence suggests there may be serious deficiencies in the adequacy and quality of present marketing services available to the poor minorities in many areas. Problems of pricing, fraud, breadth and depth of assortment, and others are common. The author cites and discusses black entrepreneurship, among others, as a means of improving the system.

113.* _____. "Harlem's First Co-op Supermarket Gets Financial Backing from Big Business." Business Week. December 30, 1967. p. 65.

A brief report on efforts to open a consumer cooperative supermarket in Harlem.

114.* _____. "Making it in a Ghetto Super." Chain Store Age. September 1967. p. 84.

A report on the operations of the Royal Farms Supermarket (Bedford-Stuyvesant, New York) including the problems of financing and insurance.

115.* Goodman, Charles S. "National Chain Planned by New All-Negro Firm." Supermarket News. February 13, 1967. p. 35.

Information concerning a Negro supermarket chain, Jet Food Corporation. Includes reference to training store personnel through anti-poverty programs.

116.* _____. "New Chain for Ghetto Shoppers." Chain Store Age. March 1968. pp. 78-83.

Details about Super Jet Foods, Baltimore; a Negro-owned, financed, and operated store.

117. Petrof, John V. "Customer Strategy for Negro Retailers." Journal of Retailing. Vol. 43, No. 3, Fall 1967, pp. 30-37.

The findings of a survey indicate that an over-whelming majority of Negroes prefer to patronize Negro-operated establishments. This indicates a comparative advantage for Negro retailers in serving the Negro market and the Negro retailer should strive to capitalize on this advantage rather than attempt to attack the white market.

118.* _____. "Property Pride Need Spurs Drive for Negro-Owned Stores." Supermarket News. October 17, 1966. p. 23.

The article describes supermarkets organized by the Southern Christian Leadership Conference in Atlanta, Georgia.

119.* Sturdivant, Frederick D. "Business and the Mexican-American Community." California Management Review. Spring 1969.

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Books

120. Clark, Kenneth B. Dark Ghetto: Dilemmas of Social Power. (New York: Harper and Row, 1965.)

An extensive discussion of the protective economic monopoly which characteristically exists for black entrepreneurs because of ghetto segregation.

121. _____. Freedom Center South Shopping Plaza. Metro-Memphis Development Company, 588 Vance Avenue, Memphis, Tennessee 38126.

A pamphlet describing the efforts of both white and black businessmen to promote the joint venture Freedom Center South Shopping Plaza in Memphis, Tennessee.

CONSTRUCTION, MANUFACTURING, AND WHOLESALING

Articles

122. DuPree, David. "Harlem-Based Concern Dents a White Preserve, the Construction Field." The Wall Street Journal. Vol. 50, No. 15, November 3, 1969. p. 1.

The history and present operations of the Winston A. Burnett Construction Company (the largest black construction firm) emphasizing the jobs and training the black owned and operated firm is offering to ghetto residents.

123. _____. "Negro Contractors Aim for Big Jobs." Engineering News Record. Vol. 182, May 1, 1969. p. 104.

The article discusses the nation's first and only national organization of Negro contractors, the National Afro-American Builders Corporation. The organization's goal is to enable Negro contractors to pool resources and capabilities so professional help and financial backing will be available to local affiliated groups to aid in competing successfully for big jobs and to move into the main stream of construction. The article discusses the financing, operation, and organization of the NAABC.

124. _____. "Negro Owned and Managed Plant Fills Big Ghetto Need--Jobs." Modern Manufacturing. Vol. 1, No. 4, September 1968. pp. 80-81.

The article outlines how the Opportunities Industrialization Center, Inc. (a Negro self-help program) and the Missile and Space Division of General Electric worked together in founding the Negro owned and operated Progress Aerospace Enterprises, Inc. of Philadelphia.

The article describes how PAE is attempting to meet its two major goals:

1) to manufacture at a profit, components and materials for the aerospace industry, and
2) to attack ghetto problems (mainly through a hard core training program which is described).

125. _____. "Stepping Out: Federal Grant Finances Minority Contractors Group." Engineering News Record. Vol. 181, August 29, 1968. p. 106.

This brief article discusses the formation and activities of the Los Angeles Association of General, Sub-, and Specialty Contractors, a group of 34 minority owned construction companies.

PROGRAM INITIATION

Articles

126. _____. "Aiding Black Capitalism." Business Week. August 17, 1968. p. 32.

A short article describing how the SBA aims to boost Negro ownership of ghetto business by backing more bank loans.

127. Asbury, Edith Evans. "Negro Businesses to Receive Advice and Financial Aid." New York Times. June 18, 1964.

Discusses the formation of Interracial Council of Business Opportunity, co-sponsored by the American-Jewish Congress and the Urban League of Greater New York.

128. Bedell, Douglas. "Colored Capitalists." The Wall Street Journal. January 23, 1968.

The history of the experience of First Pennsylvania Banking and Trust Company of Philadelphia in channeling loan funds to Negro-owned businesses, principally through the Businessmen's Development Corporation, an all-Negro group acting as a screening agent for the bank.

129. _____. "Black Capitalism." The Economist. Vol. 229, December 14, 1968. p. 39.

A short article briefly covering some attempts at improving black capitalism, such as the program of the Ford Foundation, the endeavors of Jim Brown and his Negro Industrial Economic Union, Boston's Freedom Industries, Inc. and Circle Associates, and Los Angeles' Action Industries, Inc.

130. _____. "Black Capitalism Gets a Test in Pittsburgh." Business Week. October 5, 1968. pp. 56-58.

The Business and Job Development Corporation, owned and run by Negroes, is winning financial support from civic leaders to bring banks and industries to the ghetto, as well as a major shopping center.

131. Cauthorn, Robert C. "Programming for Entrepreneurship Among American Indians." Arizona Review. Vol. 17, No. 5, May 1968. pp. 11-15

The author points out the serious and persistent socio-economic gap between the Indian and non-Indian worlds which reinforces the Indians' feelings of inadequacy and dependency and supports actions of defensive withdrawal and avoidance. He then outlines an experimental program designed specifically for entrepreneurial development among Indians.

132. Chamberlain, John. "Business and Black Capitalism." National Review. Vol. 2, No. 29, July 29, 1969. pp. 742-744.

The article describes the experiences of several businesses and businessmen attempting, on their own, to aid in the development of ghetto enterprise and how government intervention (bureaucracy and red tape) stymied basically sound plans.

133. _____. "Chrysler Boosts Black Community Development." Iron Age. Vol. 202, December 19, 1968. p. 13.

Short articles outlining Chrysler's alliance with the SCLC. Chrysler has loaned money to black banks to aid the banks in making short-term loans, has started apprenticeship programs (mechanics) for black youths, and is training six men for Negro dealerships.

134.* _____. "Drive to Set Negroes Up in Business." U. S. News and World Report. Vol. 57, August 31, 1964. p. 82.

Discusses a government program, stressing easy credit, to encourage Negroes to begin new business enterprises.

135.* _____. "Harlem's First Co-op Supermarket Gets Financial Backing from Big Business." Business Week. December 30, 1967. p. 65.

A brief report on efforts to open a consumer co-operative supermarket in Harlem.

136. _____. "How Students Are Helping Ghetto Businessmen." Management Review. Vol. 58, No. 7, July 1969. pp. 59-62.

Working closely with ghetto store owners, a business consultants group of Stanford graduate students, the Business Development Association, is using its management training to help small, black businesses get started and operate profitably.

137.* _____. "Is Black Capitalism the Answer." Business Week. August 3, 1968. pp. 60-61.

This article summarizes the major provisions of Senate Bill 3876 which is designed to create community development corporations to uplift the economic and social structure of disadvantaged areas through a process of community self-determination.

138. McKersie, Robert B. "Vitalize Black Enterprise." Harvard Business Review. Vol. 46, No. 5, September-October 1968. pp. 88-99.

The article examines the condition of black entrepreneurship, describes what is being done to improve it, and shows how white business and white businessmen can help to alleviate this largely ignored, but very serious, problem in our cities.

139. _____. "Negro Contractors Aim for Big Jobs." Engineering News Record. Vol. 182, May 1, 1969. p. 104.

The article discusses the nation's first and only national organization of Negro contractors, the National Afro-American Builders Corporation. The organization's goal is to enable Negro contractors to pool resources and capabilities so professional help and financial backing will be available to local affiliated groups to aid in competing successfully for big jobs and to move into the main stream of construction. The article discusses the financing, operation, and organization of the NAABC.

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The article describes how PAE is attempting to meet its two major goals:

1) to manufacture at a profit, components and materials for the aerospace industry, and
2) to attack ghetto problems (mainly through a hard core training program which is described).

141. Poinsett, Alex. "The Economics of Liberation." Ebony. Vol. 24, August 1969. pp. 150-154.

The author points out the effects of "economic racism" and discusses three plans for black economic development:

1) the Community Self-Determination Bill
2) the Ghetto Economic Development and Industrial Plan (GHEDIPLAN)
3) a corporate transfer plan

142. _____. "How to Start a Business." Ebony. July 1964. pp. 85-94.

The article points out the difficulties involved in starting your own business, especially if you are black, then describes the steps involved in starting a business; e.g., self-evaluation, financing, (methods and sources), location, control measures, etc.

143.* _____. "Property Pride Need Spurs Drive for Negro-Owned Stores." Supermarket News. October 17, 1966. p. 23.

The article describes supermarkets organized by the Southern Christian Leadership Conference in Atlanta, Georgia.

144. Poinsett, Alex. "Putting Blacks in the Black." Nation's Business. Vol. 56, December 1968. pp. 58-60.

The article briefly discusses what business, government, and individuals are doing for potential black entrepreneurs. There is a discussion of sources of funds for entrepreneurs and an argument against trying to develop an inner-city composed of "Mom and Pop" stores.

145. _____. "Rochester Business Opportunities Corporation Helps Ghetto Dwellers Own Businesses." Urban Action Clearinghouse. Chamber of Commerce of the United States, 1615 H Street, N.W., Washington, D.C. 20006. 1968.

This is the story of how Rochester, New York community leaders work together to create business ownership opportunities for more people in ghetto areas through the RBOC.

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The article discusses the Nixon Administration's progress, programs initiated by white-owned businesses, the work of the Rev. Leon Sullivan of Philadelphia, the work of the Economic Resources Corporation (E.R.C.) of Los Angeles, programs of the F.H.A. and O.E.O., help from financial institutions, and help offered by the Service Corps of Retired Executives of the S.B.A. and the Inter-racial Council for Business Opportunities.

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A section of this article tells how franchising offers Negroes the kind of opportunity almost non-existent in the past--the chance to own and operate their own business. Thomas Jones (Negro economist and banking executive) outlines a plan which calls for a government franchising company to help in the formation of black enterprise.

148. _____. "Super Block." The New Yorker. Vol. 45, November 22, 1969. pp. 48-49.

An article dealing with the restoration of the Bedford-Stuyvesant area of New York City. The project was initiated by Senator Robert F. Kennedy and with the help of grants is being carried out by the Bedford-Stuyvesant Restoration Corporation.

149. Wolcott, Robert B. and David Nuffer. "Helping an Infant Black Firm." Public Relations Journal. Vol. 25, June 1969. p. 12.

The article describes how a public relations firm was able to aid Community Pride, Inc. (a Watts firm) acquire capital through donations and credit from the Bank of America. The black-owned firm is dedicated to eradicating poor housing and lack of jobs.

Materials Available from Authors

150. Joyce, George. "Minority Enterprise: The Environment, The Entrepreneur, and The Problems." Paper Presented to the American Marketing Association Educator's Conference, 1969. (Available from author, Department of Marketing, University of Texas, El Paso, Texas.)

The author briefly outlines the history of ghetto development and points out recognizable differences in characteristics between white and black entrepreneurs.

A three-point program to aid the Negro entrepreneur is presented along with the major observations of a study of black businessmen who must relocate due to an urban renewal project.

151. Taylor, H. Ralph. "Community Development Corporations." A speech delivered at the Urban America National Conference on Non-profit Housing and Community Development Corporations, 1968. (Available from author, Assistant Secretary for Model Cities and Governmental Relations, U. S. Department of Housing and Urban Development.)

The speaker cites the many possible uses of Community Development Corporations for expanding resident employment opportunities through promotion of resident business ownership and operation.

Book.

152. _____. Freedom Center South Shopping Plaza. Metro-Memphis Development Company, 588 Vance Avenue, Memphis, Tennessee, 38126.

A pamphlet describing the efforts of both white and black businessmen to promote the joint venture Freedom Center South Shopping Plaza in Memphis, Tennessee.

BUSINESS EXPANSION

Articles

153. _____. "Black Capitalism." The Economist. Vol. 229, December 14, 1968. p. 39.

A short article briefly covering some attempts at improving black capitalism, such as the program of the Ford Foundation, the endeavors of Jim Brown and his Negro Industrial Economic Union, Boston's Freedom Industries, Inc., and Circle Associates, and Los Angeles' Action Industries, Inc.

154. McClelland, David C. "Black Capitalism: Making it Work." Think. July-August 1969. pp. 6-11.

This article briefly discusses the achievement motive, why it is necessary for entrepreneurial success, and how, through a new teaching technique, this motive can be instilled in black entrepreneurs. The effect of the training upon two black businessmen and their businesses is cited.

155. McKersie, Robert B. "Vitalize Black Enterprize." Harvard Business Review. Vol. 46, No. 5, September-October 1968. pp. 88-99.

The article examines the condition of black entrepreneurship, describes what is being done to improve it, and shows how white business and white businessmen can help to alleviate this largely ignored, but very serious, problem in our cities.

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The article discusses the nation's first and only national organization of Negro contractors, the National Afro-American Builders Corporation. The organization's goal is to enable Negro contractors to pool resources and capabilities so professional help and financial backing will be available to local affiliated groups to aid in competing successfully for big jobs and to move into the main stream of construction. The article discusses the financing, operation, and organization of the NAABC.

157. _____. "A Negro Integrates His Markets." Business Week. May 18, 1968. pp. 90-92.

An article concerning Henry G. Parks, Jr., President of H. G. Parks, Inc., (producers of sausage and scrapple) and his strategy of "reverse marketing." The article explains how Parks attempts to gain a foothold for his products in ghetto area stores and then expand into chain stores in fringe and predominantly white areas.

158. McKersie, Robert B. "Putting Blacks in the Black." Nation's Business. Vol. 56, December 1968. pp. 58-60.

The article briefly discusses what business, government, and individuals are doing for potential black entrepreneurs. There is a discussion of sources of funds for entrepreneurs and an argument against trying to develop an inner-city composed of Mom and Pop type stores.

FINANCIAL ASSISTANCE

Articles

159. _____. "Aiding Black Capitalism." Business Week. August 17, 1968. p. 32.

A short article describing how the SBA aims to boost Negro ownership of ghetto business by backing more bank loans.

160. Allen, Louis L. "Making Capitalism Work in the Ghettos." Harvard Business Review. Vol. 47, No. 3, May-June 1969. pp. 83-92.

The term "black capitalism" is misleading and confusing, the author believes. Capitalism does not vary according to the color of its practitioners. Whether in Watts, or on Wall Street, capitalism develops according to certain time-honored rules and principles. It is created out of know-how, hard work, and intelligent risk-taking--it cannot be given to anyone, nor can it be legislated.

Ghetto capitalists, however, need the help of experienced white businessmen--financial assistance as well as managerial guidance. Some valuable lessons that have been learned about how (and how not) to give this help are outlined.

161. Asbury, Edith Evans. "Negro Businesses to Receive Advice and Financial Aid." New York Times. June 18, 1964.

Discusses the formation of Interracial Council of Business Opportunity, co-sponsored by the American Jewish Congress and the Urban League of Greater New York.

162. Bedell, Douglas. "Colored Capitalists." The Wall Street Journal. January 23, 1968.

The history of the experience of First Pennsylvania Banking and Trust Company of Philadelphia in channeling loan funds to Negro-owned businesses, principally through the Businessmen's Development Corporation; an all-Negro group acting as a screening agent for the bank.

163. Brower, Michael and Doyle Little. "White Help for Black Business." Harvard Business Review. May-June 1970. pp. 4-16, 163-164.

A report of a survey of attitudes and activities of large corporations in support of minority ventures.

164. Brower, Michael and Doyle Little. "Chicago Leaders Bankroll the Blacks." Business Week. September 13, 1969. p. 56.

The article briefly discusses the role of the Black Strategy Center in solving urban problems. It will act as a "Black Ford Foundation" and make loans to black entrepreneurs.

165. _____. "Chrysler Boosts Black Community Development." Iron Age. Vol. 202, December 19, 1968. p. 13.

Short article outlining Chrysler's alliance with the SCLC. Chrysler has loaned money to black banks to aid the banks in making short-term loans, has started apprenticeship programs (mechanics) for black youths, and is training six men for Negro dealerships.

166.* _____. "Drive to Set Negroes up in Business." U. S. News and World Report. Vol. 57, August 31, 1964. p. 82.

Discusses a government program, stressing easy credit to encourage Negroes to begin new business enterprises.

167. London, Paul. "Channeling Business Expertise to Black Entrepreneurs." Management Review. Vol. 58, December 1969. pp. 31-36.

History and analysis of Capital Formation, an organization which would help overcome the lack of financing and lack of managerial expertise encountered by minority entrepreneurs in New York City.

168. Louviere, Vernon. "Olin Corporation Sows Ghetto 'Seed Money'." Nation's Business. Vol. 57, No. 12, December 1969. p. 15.

Describes how Olin and other companies place money in black-controlled banks which, in turn, can provide financing for needy minority entrepreneurs.

169. _____. "Negro Contractors Aim for Big Jobs." Engineering News Record. Vol. 182, May 1, 1969. p. 104.

The article discusses the nation's first and only national organization of Negro contractors, the National Afro-American Builder's Corporation. The organization's goal is to enable Negro contractors to pool resources and capabilities so professional help and financial backing will be available to local affiliated groups to aid in competing successfully for big jobs and to move into the main stream of construction. The article discusses the financing, operations, and organization of the NAABC.

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The article briefly discusses what business, government, and individuals are doing for potential black entrepreneurs. There is a discussion of sources of funds for entrepreneurs and an argument against trying to develop an inner-city composed of Mom and Pop type stores.

171. Schorr, Burt. "Cash and Counsel." Wall Street Journal. Vol. 50, No. 142, May 5, 1970. p. 1.

Review article concerning privately controlled MESBIC's (Minority Enterprise Small Business Investment Companies). Points out major advantages and disadvantages when compared with regular Small Business Administration programs.

172. Sorkin, Alan L. "American Indians Industrialize to Combat Poverty." Monthly Labor Review. Vol. 92, No. 3, March 1969. pp. 19-25.

While the bulk of this article deals with the problems associated with locating a factory on a reservation with Indian employees, a section deals with the managerial limitations of Indians and sources of funds for Indian enterprise.

173. Wolcott, Robert B. and David Nuffer. "Helping an Infant Black Firm." Public Relations Journal. Vol. 25, June 1969. p. 12.

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174. Cross, Theodore L. Black Capitalism - Strategy for Business in the Ghetto. (New York: Atheneum Press, 1969.)

Covers the ghetto economy, the rise of black capitalism (motives), and proposals to help transfer the benefits of entrepreneurship of all citizens.

MANAGERIAL ASSISTANCE

Articles

175. Allen, Louis L. "Making Capitalism Work in the Ghettos." Harvard Business Review. Vol. 47, No. 3, May-June 1969. pp. 83-92.

The term "black capitalism" is misleading and confusing, the author believes. Capitalism does not vary according to the color of its practitioners. Whether in Watts or on Wall Street, capitalism develops according to certain time-honored rules and principles. It is created out of know-how, hard work, and intelligent risk-taking--and it cannot be given ready-made to anyone, nor can it be legislated.

Ghetto capitalists, however, need the help of experienced white businessmen--financial assistance as well as managerial guidance. Some valuable lessons that have been learned about how (and how not) to give this help are outlined.

176. Asbury, Edith Evans. "Negro Businesses to Receive Advice and Financial Aid." New York Times. June 18, 1964.

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